Critical Hire Service Desk Training

July 20, 2020

Athena Smith
Program & Portfolio Manager
Critical Hire Service Desk Coordinator
Georgia Tech Human Resources (GTHR)
Today’s Agenda & Objectives

**Agenda**
- Brief Review of Critical Hire
- New Critical Hire Service Desk
- Application Tips
- Example Responses
- How to Submit an Application via the New Critical Hire Service Desk
- Process Stages
- How to Check Application Status
- Transition Plan
- Follow-up Resources

**Objectives**
1. Leverage best practices to create an exemplary Critical Hire application
2. Become familiar with the new Critical Hire Service Desk (CHSD) and process
3. Know how to submit an application and check the status in the CHSD
4. Learn the application stages in the new process
5. Access resources via the new Critical Hire Website
Meet your New Critical Hire Coordinators

Athena Smith
Program & Portfolio Manager &
Critical Hire Service Desk Coordinator

Victoria Anderson
Program & Portfolio Manager &
Critical Hire Service Desk Coordinator

How will we support you?

Partner with campus leaders and HR professionals to create strong Critical Hire Applications.

Manage the Critical Hire process from submission to USG review.
Brief Review of Critical Hire
Background

- Governor’s office direction to all state agencies, including USG:
  - **Action:** Create a strategic (or critical) hire process to thoroughly review postings
  - **Purpose:** Leverage existing positions strategically to maximize efficiency
  - **Effective Date:** December 15, 2019
  - **End Date:** Unknown
  - **Impacts:** To a varying extent, all positions with salaries > $40k

- **A critical hire:**
  - Is required to maintain student success, patient/life safety, compliance with applicable law and ensuring accreditation
  - Supports areas of critical need, like OneUSG and CAR Action Plans
  - Is required to effectively mitigate risk (legal, financial, data integrity, academic standards)
# High-Level Pre-Posting Approval Process

<table>
<thead>
<tr>
<th>Staff Positions</th>
<th>Faculty Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Follow any necessary local department or HR review process</td>
<td></td>
</tr>
<tr>
<td>Local HR Professional submits an online Critical Hire Justification</td>
<td></td>
</tr>
<tr>
<td>Senior staff review</td>
<td>Senior staff review</td>
</tr>
<tr>
<td>CBO, COS, and President review</td>
<td>CBO, COS, and President review</td>
</tr>
<tr>
<td>USG Review</td>
<td>USG Review for Administrative Faculty only</td>
</tr>
<tr>
<td>Job Posted</td>
<td>Job Posted</td>
</tr>
</tbody>
</table>
Former Process

1. HR Professional utilizes Qualtrics to submit Critical Hire Justification
2. Critical Hire Coordinator reviews submission for completeness and high-level clarity
3. Review Levels: Senior Reviewer, Chief Business Officer, Chief of Staff, President, and USG
4. Review process managed by Critical Hire Coordinators and tracked in an excel spreadsheet
5. Critical Hire Coordinator notifies HR Representative of Approval/Denial
Enhancements in New Process

Old Process
• Position Numbers must be provided with Critical Hire submission
• Submission and tracking process in Qualtrics/Excel lacks transparency

New Process
• Position Numbers can be created concurrently and added prior to USG submission
• Critical Hire Service Desk will send automated email notifications of milestone steps. HR Professional and Hiring Manager can check status at any time
New Process

HR Professional submits application via Critical Hire Service Desk (CHSD)

Review levels tracked in CHSD: Senior Reviewer, Chief Business Officer, Chief of Staff, President, and USG

HR Professional and Hiring Manager receive milestone status updates via email or can check the status at any time in the CHSD

Critical Hire Coordinator submits application to USG and tracks progress in Service Desk

HR Professional and Hiring Manager receive email notification of Approval/Denial
Applications can be shared with additional individuals
  • Shared individuals will be able to check status at any time
• The process will now live with GTHR
• FacultyPostings@gatech.edu and StaffPostings@gatech.edu are being retired
  • Starting July 20, all questions should be sent to critical-hire@gatech.edu or submitted in the Critical Hire Service Desk
• Ability to add comments to the applications
  • Note: Comments are visible to anyone who is shared the application and all Reviewer levels
Application Tips
Criticality

- Clearly identify the critical area that would be impacted if this position is not filled.
- Does this support a revenue generating program?
- Does the position support more than one of the critical hire justifications?
- If requesting multiple positions with the same title, emphasize why multiple hires are critical.
- What happens if the position is not filled and how will the critical area be impacted?
- When compliance is cited as a reason for posting, clearly state what regulatory or external compliance requirement or auditable factor would be impacted:
  - Will you default on contracts? Fail an audit?
Salary Justification

• Required for anticipated salaries $100K+

Analyze minimums and maximums of current incumbents

Leverage data provided by our Job Classification and Compensation System

Explain methodology

If this is a reclass, explain how you arrived at the new salary
Context

Georgia Tech Reviewers and USG Reviewers will not be familiar with your unit’s positions or business needs.

Is this part of a reorganization of the department?

If the position has been vacant for awhile, why must it be filled now?

What is the impact if the position is not filled?

Is the position part of a Comprehensive Administrative Review Plan Response? What need is being addressed?

Is this position highly technical with no one currently on staff with the skillset?
### Alternatives

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are the alternatives and short term solutions? Why are those not sustainable or suitable?</td>
<td>In assessing temporary resources, include feasibility, risks, and cost/benefits.</td>
</tr>
<tr>
<td>Consider turnover, learning curves, expert knowledge and other factors.</td>
<td></td>
</tr>
<tr>
<td>Do you anticipate any additional major changes to the department?</td>
<td>Is there any data you could provide on the impact of not hiring for this position?</td>
</tr>
<tr>
<td></td>
<td>If the department budget will not be used on this position, where does that funding go?</td>
</tr>
</tbody>
</table>
Completeness

• Respond with a concise, but thorough narrative

• Include unofficial and official reviews of the position

• Use metrics to paint a picture of why this position is critical
  • Quantitative and qualitative

• Attach supporting documentation
  • Examples: Forecasted budget, organization charts, growth charts, position reviews, contracts that will default if position not filled, potential lost revenue, grant award letter, research overviews, etc.
  • Customize attachments to include only relevant information to support your justification
Final Tips

1. If you are requesting more than one of a position, clearly articulate why you need both positions at this moment.

2. Spell out acronyms the first time they are used.

3. Use Georgia Tech, not GT or the Institute.

4. Use consistent terminology (i.e. if this is a reclassification, use reclassification throughout).

5. Confirm your attachments uploaded properly before submission.

6. Start early. Even with the new Critical Hire Service Desk, this process will still take several weeks.

7. Ask your HR Representative for help and support.
Example Responses
Alternatives to filling this position include:

1. **Not fill the position.**
   If we did not fill this position, there would be no administrative support for the psychiatrists, clinical case managers and patients. This would mean no one would be answering the phones, answering questions and making appointments for students. This would adversely impact the entire psychiatry operation. This would also be a significant HR problem for the remaining Psychiatry team and would be seen as a reduction in force, not placing value on the service and likely lead to additional resignations.

2. **Redistribute the work to the Psychiatry team.**
   Doing this would mean that the psychiatrists would have to make their own appointments. Not only would this result in delays but they would see fewer patients. This would also be very inefficient use of resources as the average hourly rate for a Psychiatrist is $86/hour versus $23/hour for a Practice Manager.

3. **Use Agency Staffing.**
   We could use agency staffing in the short term but not long term. There are advantages to using agency staff on a permanent basis including higher cost, negative impact on morale of permanent staff, lack of investment in the operation, decreased reliability, and time and effort to find and train on a recurring basis. For this position, the cost is budget neutral.

With the current projection of $60M in awards for FY20, the department will have experienced nearly **86% growth in awards since FY17**. During this same time period (since FY17), our number of FTE research faculty and staff has grown by about 19% across all of department. We have developed a workforce forecasting methodology based on contract and hiring trends experience. This methodology is similar to those developed by other US government contractors. Workforce forecasting based on awards shows that we are approximately **126 FTEs short in fulfilling the work required by the contracts for FY20**.
Each year, 440-550 incoming Georgia Tech students (approximately 15 percent) express an interest in a health career on the Common App for university admissions. Georgia Tech Pre-Health Advising serves approximately 1400 pre-health students and alumni. These students are currently served by the Assistant Director for Pre-Health and the director of Pre-Graduate and Pre-Professional Advising, who devotes about 25 percent of her time to pre-health, resulting in a student-advisor ratio of 1120:1. This level of support cannot satisfy students’ demand for the highly specialized, one-on-one advising that can make the difference in students’ successful matriculation to U.S. medical schools, which, since 2012, have admitted only about 43 percent of applicants (51 percent of applicants from Georgia Tech). Even with many new efficiencies established in recent years to support the demand for pre-health advising services, OUE determined that another pre-health advisor was necessary to serve this critical need and approved that hire in the FY20 budget.
Questions?
How to Submit an Application via the New Critical Hire Service Desk
Step 1: Determine if Position must go through Critical Hire

- **Not Required**
  - Tech Temps
  - Temporary Contractors
  - Student Positions
  - Promotions (on a pre-established career ladder)

- **Required with Georgia Tech Approval**
  - Salary at or above $40,000
  - Full-time Instructional Faculty
  - Full-time Research Faculty (directly funded by grants)

- **Required with Georgia Tech + USG Approval**
  - Salary at or above $40,000
  - Full-time Staff (all funding sources, including limited term)
  - Full-time Administrators with Faculty Status
  - Full-time Research Faculty (not directly funded by grants)
  - Promotions, Reclassifications
Step 2: Identify Critical Hire category position supports

| Student Success | Patient/Life Safety | Meet Compliance, Accreditation, or Regulatory Standards | Supports an area of critical need, such as OneUSG Connect or CAR Action Plans | Mitigates Risk (legal, financial, data integrity, academic standards) |
Step 3: Hiring Managers and HR Professional Collaborate

- Hiring Manager contacts their local HR Professional to notify that a Critical Hire position is needed
  - HR Professional must submit the application in the Critical Hire Service Desk
  - Engage compensation department
- Hiring Manager and HR Professional gather application materials, including supporting documentation
  - Resources Available: Critical Hire Application Template, Application Guidance, & Tip Sheet
- Once all materials gathered, HR Professional submits the application via the Critical Hire Service Desk platform for GT internal review
  - Concurrently begin process to create a position number if one is needed
Step 4: Submit Application via Critical Hire Service Desk

Live Demo

- Create application draft
- Submit application

For How-to Guide, visit the Critical Hire website
Reference Key

<table>
<thead>
<tr>
<th>Reference key</th>
<th>Position Number or date application created</th>
<th>Position Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHSD-83</td>
<td>65432; Abbey, Samantha L; Molecular Biologist</td>
<td></td>
</tr>
<tr>
<td>CHSD-75</td>
<td>2020-07-15; Anthony, Gabriel; Cyber Security Manager</td>
<td></td>
</tr>
</tbody>
</table>

Reference keys all begin with CHSD-
Service Desk Tips

• Every field is required for submission unless otherwise noted

• *Save Draft does not mean submit.* You must review the application on the next screen, then click submit.
  • If status says pending, it is not submitted

• Hiring Managers and the HR Professional who submitted the request will receive automatic access to the application. Use the *Share* button to allow others to also access the application.

• Automatic emails will be sent to the Hiring Managers and HR Professional for milestones: submission, request for more information, hold, submission to USG, approval and denial.
## Step 5: Georgia Tech Review Process

### Senior Reviewer
- Determined by reporting unit: Tina Clonts (Office of the President), Michael Toney (Office of the Provost), Gail Spatt (Research), or Athena Smith (Administration & Finance)

### Chief Business Officer (CBO)
- Kelly Fox

### Chief of Staff (COS)
- Frank Neville

### President
- President Cabrera
<table>
<thead>
<tr>
<th>If USG Approval is not Needed</th>
<th>If USG Approval is Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>• If the application is denied, the position cannot be filled</td>
<td>• If the application is approved by President Cabrera, a Critical Hire Coordinator will submit the application to USG</td>
</tr>
<tr>
<td>• If the application is approved by President Cabrera, the hiring department can proceed with recruitment</td>
<td>• The local HR Professional and Hiring Manager will receive an email notification when the application is approved or denied</td>
</tr>
<tr>
<td></td>
<td>• If the application is denied by USG, the position cannot be filled</td>
</tr>
<tr>
<td></td>
<td>• If the application is approved by USG, the department can proceed with recruitment</td>
</tr>
</tbody>
</table>
Review Process Continued

- The HR Professional can withdraw the application at any stage if the position is no longer needed.
- Reviewers can approve, deny, or hold an application at any stage. They can also request additional information and/or edits prior to a final decision.
- If an application is sent back for edits, click the *Revise and Resubmit* button to make those edits.
- In addition to milestone email notifications, HR Professionals and Hiring Managers can check the status via the Critical Hire Service Desk platform at any time.
- *Comments* are visible to everyone and a new comment will be shared via automated emails.
Sample Denial Email

The following Critical Hire Justification has been denied with the following comments:

- **Title:** 323456; Hudgens, James J.; Director-Research- Germaine
- **Initiated by:** Sims, Germaine
- **Hiring Manager:** Hudgens, James J.
- **Comments:** [^signature_20200622112136.pdf]

Link: [https://testhelpdesk.gtri.gatech.edu/jira/servicedesk/customer/portal/43/CHSD-91](https://testhelpdesk.gtri.gatech.edu/jira/servicedesk/customer/portal/43/CHSD-91)
Dear Derrick and DeKisha,

We are pleased to inform you that your Critical Hire request has been approved for the following position:

- **Title:** 123456: Aaron, DeKisha M: Director of Design and Construction - Derrick
- **Initiated by:** Morse, Derrick
- **Hiring Manager:** Aaron, DeKisha M
- **Link:** https://testhelpdesk.gtri.gatech.edu/jira/servicedesk/customer/portal/43/CHSD-92

Congratulations on your approval! Your assigned Talent Consultant will be in touch shortly to discuss next steps.

GTHR looks forward to supporting you during the recruitment process. For questions, please contact me at Charvette.Webb@ohr.gatech.edu.

Sincerely,

Charvette

Charvette Webb, SHRM-CP
Director Talent Acquisition & Employee Services, Human Resources
Georgia Institute of Technology
500 Tech Parkway NW, Atlanta, GA 30332-0435
Phone 404-894-0743 | Cell 404-432-5258 | Fax 404-894-1235
charvette.webb@ohr.gatech.edu | www.careers.gatech.edu
Adding a Position Number via Comment

Live Demo

For How-to Guide, visit the Critical Hire website
Green, Nickole has added a comment on the following Critical Hire Justification:

- **Title:** 2020-07-01; Helton, Kasey L; Campus Access Coord - Nickie
- **Initiated by:** Green, Nickole
- **Hiring Manager:** Helton, Kasey L
- **Comments:** Position Number is 30002134 - Please add to form on my behalf.

**Link:** [https://testhelpdesk.gtri.gatech.edu/jira/servicedesk/customer/portal/43/CHSD-104](https://testhelpdesk.gtri.gatech.edu/jira/servicedesk/customer/portal/43/CHSD-104)
Process Stages
## Critical Hire Stages

<table>
<thead>
<tr>
<th>Pending or Submitted</th>
<th>Senior Approver</th>
<th>CBO</th>
<th>COS &amp; President</th>
<th>USG</th>
<th>Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Determine if position must go through Critical Hire</td>
<td>Reviewed by reporting unit Senior Reviewer</td>
<td>Kelly Fox reviews application</td>
<td>Frank Neville reviews application</td>
<td>Critical Hire Coordinator submits application for USG review</td>
<td>HR Professional &amp; Hiring Manager will receive approval/denial notification via email</td>
</tr>
<tr>
<td>Identify Critical Hire justification criteria: student success, safety, or compliance/accreditation standards</td>
<td>If application is denied, position cannot be filled</td>
<td>If application is denied, position cannot be filled</td>
<td>President Cabrera reviews and approves/denies application.</td>
<td>If application denied, position cannot be filled</td>
<td>Application will be marked as complete in the Critical Hire system</td>
</tr>
<tr>
<td>Hiring Manager contacts local HR Professional to notify a Critical Hire application is needed</td>
<td>If application is approved, it will proceed to the next stage</td>
<td>If application is approved, it will proceed to the next stage</td>
<td>If application denied, position cannot be filled</td>
<td>If application approved, proceed with recruitment</td>
<td></td>
</tr>
<tr>
<td>Hiring Manager and HR Professional gather justification documents and application materials</td>
<td>Application submitted. If position number is needed, begin process</td>
<td>If application is approved and does not need USG approval, proceed with recruitment</td>
<td>If application is approved and requires USG approval, it will proceed to next stage</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Notes for All Stages:
- HR Professional can withdraw application if position is no longer needed
- Reviewer can request edits
- Reviewer can request additional information
- Reviewer can place an application on hold
How to Check Application Status
Checking your Application Status

Live Demo

For How-to Guide, visit the Critical Hire website
Questions?
Transition Plan
Transitioning to the New Critical Hire Service Desk

- New website and resources are live
- All applications already submitted will be finished in the former process
  - You will not have visibility into the application status in the Critical Hire Service Desk
- All new applications should be submitted via the new Critical Hire Service Desk
- Use critical-hire@gatech.edu for support questions
Who has access to the new Critical Hire Service Desk?

HR Professionals (HRBPs, HR Directors, or most senior HR Professional in unit)

- Critical Hire applications will still need to be submitted by these individuals
- If someone else keys in the applications, email critical-hire@gatech.edu with their name and email address

Hiring Managers

- When an application is submitted with them listed as a Hiring Manager
- When an application is shared with them

Shared Applications

- Anyone shared an application can view the current status

If someone else keys in the applications, email critical-hire@gatech.edu with their name and email address.
Follow-up Resources
Resources

- New Website: hr.gatech.edu/critical-hire-justification
- Infographics
- Application Resources:
  - Tip Sheet
  - Guidance
  - Template
- How-To Guides
  - Submit an Application
  - Add a Position Number
  - Check Status
  - Export Request
- Still have questions? Email us at critical-hire@gatech.edu
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>I already have positions submitted for Critical Hire. Do I have to submit the application again in the new system?</td>
<td>No, any applications already submitted will finish in the current process. However, all new applications from today forward should be submitted via the Critical Hire Service Desk.</td>
</tr>
<tr>
<td>Will my department’s reorganization need to go through the Critical Hire process?</td>
<td>Any positions that meet the Critical Hire criteria (full-time, $40K+) will need to go through the process, including reclassifications, new positions, and promotions. However, if the promotion is part of a pre-established career ladder (ex: Admin Professional I to Admin Professional II), it will not need to go through Critical Hire.</td>
</tr>
<tr>
<td>If someone in my department participates in the Voluntary Separation Incentive Program (VSIP), will their position need to go through Critical Hire?</td>
<td>If the position meets the Critical Hire criteria (full-time, $40K+), it will need to go through the process.</td>
</tr>
</tbody>
</table>
Questions?